

GENERAL GOVERNMENT SUMMARY

	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Manager	Change FY 08 - 09	Percent Change
Select Board/Town Manager	\$ 226,378	219,911	226,894	236,559	234,976	(1,583)	-0.7%
Town Meeting/Finance Comm	\$ 472	500	886	800	800	0	0.0%
Finance Department	\$ 762,781	799,543	771,128	765,777	801,187	35,410	4.6%
Legal Services	\$ 168,515	110,568	144,164	110,000	95,000	(15,000)	-13.6%
Human Resources/ Human Rights	\$ 160,235	212,910	180,759	188,080	194,410	6,330	3.4%
Information Technology	\$ 428,638	449,300	450,823	438,799	461,277	22,478	5.1%
Town Clerk's Office	\$ 135,323	146,450	141,237	141,384	149,017	7,633	5.4%
Elections & Registration	\$ 34,906	65,850	58,691	42,325	54,824	12,499	29.5%
Facilities Maintenance	\$ 409,939	408,773	429,353	435,089	454,600	19,511	4.5%
General Services	\$ 398,266	424,726	431,146	434,861	405,361	(29,500)	-6.8%
SUBTOTAL	\$ 2,725,453	2,838,531	2,835,081	2,793,674	2,851,452	57,778	2.1%
Employee Pay/Benefits	\$ 2,222,022	2,475,861	2,588,620	2,961,465	3,366,073	404,608	13.7%
TOTAL APPROPRIATION	\$ 4,947,475	5,314,392	5,423,700	5,755,139	6,217,525	462,385	8.0%

General Government is the second largest function included in the Town's operating budget (Public Safety is the largest). This functional area includes all of the general administrative costs of managing and operating the Town (except Enterprise Funds), including financial operations, employee benefits for all General Fund departments (except retirement benefits), maintenance of public facilities (except police, fire and public works facilities), legal expenses and insurance costs.

	Percent of General Government			Percent of Total Operating Budget		
	FY 07	FY 08	FY 09	FY 07	FY 08	FY 09
Employee Benefits*	47%	53%	54%	14%	18%	18%
Financial Operations	15%	13%	13%	4%	4%	4%
Maintenance of Public Facilities	8%	7%	7%	2%	2%	2%
Select Board / Town Manager	4%	4%	4%	1%	1%	1%
General Services	8%	7%	6%	2%	2%	3%
Elections/Town Clerk	4%	3%	3%	1%	1%	1%
Information Systems	8%	7%	8%	3%	2%	3%
Insurance	3%	3%	3%	1%	1%	1%
Legal Expenses	2%	5%	2%	1%	1%	1%

*Not including retirement

Fixed cost increases in benefits and insurance costs are the primary reasons for the significant increase in this functional area. Health insurance and salary reserve for non-school employees/retirees increases by \$404,608, including a projected 12% increase in health insurance premiums. Excluding health insurance and other employee benefits, the total General Government budget increases by 2.1%.

Select Board/Town Manager budget decreases are attributable to staff turnover.

Finance Department increase is primarily from increases in staff salaries due to reclassifications in FY 08.

Legal Services costs are projected to decrease due to favorable terms from a reconfigured legal services contract with town counsel resulting from a competitive bid process that includes a fixed fee plus hourly rate for specialized services.

Increase in Elections budget is primarily due to increase in Election Worker salaries due to having three scheduled elections in FY 09.

Facilities Maintenance increases due to increases for electricity and fuel.

General Services decrease is attributable to lower liability insurance costs. The Town has achieved additional savings and stability by negotiating an extension of the current insurance terms for an additional nine months through June 2009.

There are 31.38 FTE employees providing services in these budgets.

GENERAL GOVERNMENT**1122: SELECT BOARD
1123: TOWN MANAGER'S OFFICE**

MISSION STATEMENT: To fulfill the Select Board's role as the chief elected officials responsible to the citizens of Amherst for policies and the Town Manager's role as chief administrative officer of the Town government. To provide leadership and coordination of Town employees and volunteers through the committee process. To guide Town employees in implementing decisions and providing Town services in an effective manner.

CONTINUING OBJECTIVES:

To administer Town services in an efficient and effective manner.
 To coordinate budget and capital planning with the Finance Committee, Schools and Library.
 To provide open, responsive, and accountable local government.
 To seek ways to improve communications among boards, committees and commissions and with Town Meeting members.
 To govern the Town in a professional manner that is, in many ways, a model for other municipalities.
 To seek ways to improve support and responsiveness to citizens and elected and appointed boards and committees.
 To improve the content and timeliness of information to Town Meeting members.
 To support and coordinate community oriented partnerships.
 To review, and reorganize where appropriate, organizational and service changes with a continuing emphasis on customer service, collaboration, equipment and facilities maintenance and long range planning.
 To improve productivity, customer orientation and job satisfaction of Town employees.
 To comply with requirements of the Americans with Disabilities Act, the Affirmative Action Plan, Equal Employment Opportunity and all federal, state and local civil and human rights policies and statutes.

LONG RANGE OBJECTIVES:

To seek the appropriate balance between economic development initiatives and the preservation of the character of the Town.
 To reduce the Town's impact on the global climate, and save money, by reducing energy consumption.

FY 09 OBJECTIVES:

To provide leadership for collaborative budget, capital and long-range financial planning during a period of financial constraints.
 To increase resources from public and private institutions for public safety services to maintain effective services.
 To support the development of a comprehensive plan for sustainable growth.
 To support improvements in public transportation and traffic calming.
 To develop and adopt policies for the operations of the Select Board and for the direction of Town Government.
 To establish and make progress toward goals for 2010.

SERVICE LEVELS:

	<u>FY 03 Actual</u>	<u>FY 04 Actual</u>	<u>FY 05 Actual</u>	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>
<u>SELECT BOARD</u>					
Special & Regular Meetings	40	40	43	57	61
Town Meetings	14	14	16	15	19
Licenses and Permits	375	261	241	251	238
Town Meeting Warrant Preparations	5	3	4	5	5
Committee Appointments	57	73	72	102	71
Budget Guidelines	1	1	1	1	1
Town Program and Services Review		Continuous			
Policy Reviews and Updates		Continuous			
Citizen Petitions/Requests	93	65	102	111	95
Town Common Reservations	124	85	96	97	50*
Banner Reservations	42	45	43	42	20*
Town Way Reservations					5
<u>TOWN MANAGER'S OFFICE</u>					
Collective Bargaining Agreements/Amendments	0	0	3	1	1
Committee Appointments	27	55	27	34	28
Annual Budget	1	1	1	1	1
Proposition 2 1/2 Overrides	0	1	0	0	1
Other Labor Issues (Grievances, Arbitration, etc)	19	5	5	37	38
Committees Staffed	14	15	16	15	15
Moderator Appointments					

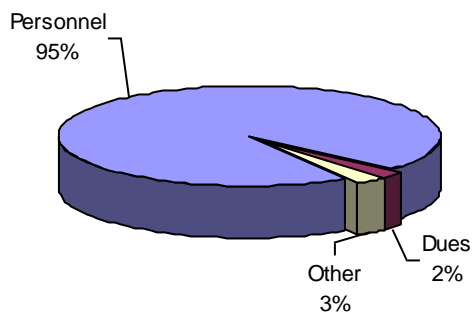
* The scheduling moved to the Department of Public Works

GENERAL GOVERNMENT

1122: SELECT BOARD
1123: TOWN MANAGER'S OFFICE

	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Manager	Change FY 08 - 09	Percent Change
Personnel Services	\$ 218,363	212,811	214,870	228,959	227,376	(1,583)	-0.7%
Operating Expenses	\$ 8,015	7,100	12,024	7,600	7,600	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 226,378	219,911	226,894	236,559	234,976	(1,583)	-0.7%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 47,500	63,285	63,285	72,757	76,721	3,964	5.4%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 273,878	283,196	290,179	309,316	311,697	2,381	0.8%
SOURCES OF FUNDS							
Licenses & Permits	\$ 139,605	137,650	139,253	139,150	139,150	0	0.0%
Water Fund	\$ 16,649	16,334	16,334	17,791	18,612	821	4.6%
Sewer Fund	\$ 16,618	19,385	19,385	21,129	20,579	(550)	-2.6%
Golf Course Fund	\$ 1,571	0	0	0	0	0	0.0%
Transportation Fund	\$ 2,387	2,961	2,961	3,264	3,630	366	11.2%
Department Receipts	\$ 0	0	0	0	0	0	0.0%
Taxation	\$ 49,548	43,581	48,961	55,225	53,005	(2,220)	-4.0%
POSITIONS							
Full Time	2.00	2.00	2.00	3.00	3.00	0.00	
Part Time With Benefits	1.00	1.00	1.00	0.00	0.00	0.00	
Full Time Equivalents	2.80	2.80	2.80	3.00	3.00	0.00	

MAJOR COMPONENTS:



Personnel Services include \$1,500 for the Select Board, \$20 for Elector of the Oliver Smith Will, and salaries for the Town Manager, an assistant to the Town Manager and an administrative assistant.

Dues, \$5,400, for the Town's membership in the Massachusetts Municipal Association (MMA) and the Town Manager's membership in International City/County Management Association (ICMA).

SIGNIFICANT BUDGET CHANGES:

None. Small decrease in Personnel Services is due to employee turnover.

GENERAL GOVERNMENT**1131: TOWN MEETING/
FINANCE COMMITTEE**

MISSION STATEMENT: To consider and make recommendations to Town Meeting on matters having financial implications for the Town and to review and make allocations from the Reserve Fund for extraordinary and unforeseen expenses during the fiscal year.

CONTINUING OBJECTIVES:

To review Town, Schools and Library proposed annual operating budgets and make spending recommendations to Town Meeting based on this review.

To participate as members of the Joint Capital Planning Committee in developing a long range Capital Plan.

To review and make spending allocations from the Reserve Fund established in accordance with M.G.L. Chapter 40, Section 6 for the purpose of providing for extraordinary and unforeseen expenses.

LONG RANGE OBJECTIVES:

To cooperate with the Select Board, School Committee and Jones Library Trustees in adopting and implementing financial policies which support the long range financial stability of the Town.

To fund childcare for parents attending Town Meeting.

FY 09 OBJECTIVES:

To provide spending recommendations to Town Meeting consistent with the Finance Committee's financial policies and budget guidelines.

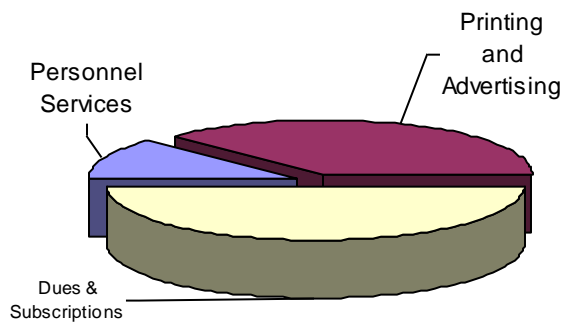
To fund expenses of the Town Meeting Coordinating Committee.

SERVICE LEVELS:

	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Actual</u>	<u>FY 05</u> <u>Actual</u>	<u>FY 06</u> <u>Actual</u>	<u>FY 07</u> <u>Actual</u>
Finance Committee:					
Number of Meetings	30	31	33	42	34
Number of Transfers	1	6	3	4	2
Moderator:					
Committee Appointments	13	7	3	2	17
Committees Supported	2	2	2	2	2

GENERAL GOVERNMENT**1131: TOWN MEETING/
FINANCE COMMITTEE**

	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Manager	Change FY 08 - 09	Percent Change
Personnel Services	\$ 100	100	100	100	100	0	0.0%
Operating Expenses	\$ 372	400	786	700	700	0	0.0%
Reserve Fund Transfers	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 472	500	886	800	800	0	0.0%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 0	0	0	0	0	0	0.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 472	500	886	800	800	0	0.0%
SOURCES OF FUNDS							
Taxation	\$ 472	500	886	800	800	0	0.0%
POSITIONS							
Full Time	0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0.00	

MAJOR COMPONENTS:

Personnel Services includes the Moderator's salary.

Dues and Subscriptions, \$400, include funds for membership in the Association of Town Finance Committees and the Massachusetts Moderators Association.

Printing & Advertising, \$300 for Town Meeting Coordinating Committee.

SIGNIFICANT BUDGET CHANGES:

None.

GENERAL GOVERNMENT**1133, 1134, 1141 & 1146
FINANCE DEPARTMENT**

MISSION STATEMENT: To assure the continuous, reliable delivery of Town services through effective management of financial resources and courteous, comprehensive service to the public and internal departments.

ASSISTANT TOWN MANAGER/FINANCE DIRECTOR: To further the mission of the Finance Department through the development and coordination of policies and processes that identify, evaluate, develop and facilitate the efficient allocation of resources.

ACCOUNTING: To further the mission of the Finance Department through maintenance of appropriate records and financial reports and through monitoring of all financial activity for accountability and legal compliance. To ensure that purchasing procedures are in accordance with appropriate legal requirements. To manage the centralized purchasing of services, supplies and equipment, contracts for maintenance of office equipment and general liability insurance in order to maximize savings and efficiencies from such purchasing. To ensure all employees payroll and benefit records are up to date and accurate.

ASSESSING: To further the mission of the Finance Department through the fair and equitable distribution of property taxes and motor vehicle excise taxes. To maintain an open process that makes information available to citizens and professionals in a timely and efficient manner.

COLLECTION: To further the mission of the Finance Department through timely, accurate billing and collection of revenue. To provide courteous, comprehensive service to citizens seeking information or assistance. To provide a central point of services across traditional departmental functions, improving citizen and employee satisfaction.

TREASURY: To further the mission of the Finance Department through effective investment and management of Town funds and through the effective use of debt financing where appropriate.

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146 FINANCE DEPARTMENT

CONTINUING OBJECTIVES:

ASSISTANT TOWN MANAGER/FINANCE DIRECTOR:

- To maintain and modify budget projections for the General and Enterprise Funds.
- To develop an annual budget for all Funds.*
- To develop and maintain a long range Capital Plan.
- To provide information and reports that facilitate internal and external decision making.

ACCOUNTING:

- To process all invoices and payroll checks.*
- To provide monthly budget reports to departments.
- To compile and prepare financial statements and other state and federal reports.*
- To periodically audit various Town activities to ensure compliance with all state and federal regulations.
- To evaluate and improve internal control systems and processes.
- To maintain Fixed Asset records for the purpose of Financial Reporting.*
- To maintain the procurement process Town wide, by implementing and enforcing uniform procedures and policies.*
- To maintain and process all employee benefits, such as Health Insurance, Flexible Benefits and Deferred Compensation.*

ASSESSING:

- To maintain all real property assessments at a minimum of 95% of full and fair cash value.*
- To timely complete interim year adjustments.
- To expand and maintain a public information program explaining the assessment process.*

COLLECTION:

- To manage timely collection of all departmental receivables.*
- To evaluate and improve automated collection processes.
- To provide accountability through timely, accurate reconciliation of accounts.*
- To serve as parking administration for policy and budget management.*
- To serve as parking clerk for appeals, ticket payments and issuance of permits.*
- To protect the Town's assets through timely use of all available collection remedies, including tax liens.*
- To provide a single point of contact for routine transactions of information and funds at the Central Service Counter.

TREASURY:

- To manage properties with tax liens in a timely manner through payments or foreclosure.*
- To manage cash flow in a manner that maximizes investment earnings.
- To manage debt financing as part of the Capital Plan.
- To provide accountability through timely accurate reconciliation of accounts and reports.*
- To maintain and improve the Town's Official Statement for debt financing.*

LONG RANGE OBJECTIVES:

- To evaluate, and implement where appropriate, new methods for paying taxes, fees, charges as well as vendor payments.
- To implement a program to review all residential parcels once in every three year cycle.
- To integrate computer based appraisal and geographic information systems.

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146 FINANCE DEPARTMENT

FY 09 OBJECTIVES:

ASSISTANT TOWN MANAGER/FINANCE DIRECTOR:

- To promote the benefits of and develop a long range strategic financial plan for the Town in collaboration with community leaders.
- To refine the Town's comprehensive set of financial management policy guidelines developed in FY 08.
- To increase community access to budget and financial information via the Town's website and other mediums.
- To help craft and work to implement state-local revenue sharing recommendations as a member of the MMA's Fiscal Policy Committee and the Long Term Funding Subcommittee of the Governors Readiness Project for public education.

ACCOUNTING:

- To streamline Human Resources, payroll and benefit functions to better support and assist a reorganized Human Resource department.
- To implement the requirements of new accounting standards GASB 43 & 45, which requires for the first time that public sector employers recognize the cost of Other Post-Employment Benefits (OPEB) such as retiree health insurance coverage over the active service life of their employees rather than on a pay-as-you-go basis. This requirement does not impact the budget appropriation for those benefits, but does require the liability to be recorded in the Town's financial statements.*
- To implement the requirements of GASB 43 & 45, by booking an actuarial to post employment benefits on our Financial Statements*
- To put policies and procedures in writing to meet new requirements under (Statement of Auditing Standard) SAS 112.*

ASSESSING:

- To maintain the flow of tax information to new property owners.
- To use laptop computers to enhance field work on real estate.
- To complete the FY 2009 recertification of values to meet state requirements.

COLLECTION:

- To evaluate and implement debit card payments.
- To add parking violation payments to online payment menu.

SERVICE LEVELS:

	<u>FY 03 Actual</u>	<u>FY 04 Actual</u>	<u>FY 05 Actual</u>	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>
ASSISTANT TOWN MANAGER/FINANCE DIRECTOR:					
Committees staffed	6	6	5	5	4
Budgets Processed	1	2	1	1	1
ACCOUNTING					
Departmental Budgets Maintained/Monitored	60	61	61	61	61
Budget Appropriation Lines Maintained	1,573	1,622	1,556	1,677	1,750
Grants Maintained/Monitored	38	45	41	49	49
General Journal Entry Lines	6,330	6,379	5,837	6,370	6,012
Budget Amendments Executed	1,400	1,656	1,679	1,238	1,351
Balance Sheet Accounts Reconciled	4,447	3,893	4,294	4,253	4,428
Funds Maintained	288	308	322	334	349
Vouchers Checked	22,737	21,308	20,846	20,057	20,285
Warrants Processed	171	157	142	149	169
Warrant Checks	12,651	11,778	10,688	10,864	11,601
Purchase Orders Encumbered/Controlled	3,333	2,442	2,763	2,252	2,286
Payroll Checks	9,426	9,155	8,257	8,197	7,263
Direct Payroll Deposits	11,630	12,039	13,466	13,505	14,333
Personnel Action Forms Processed	821	878	735	680	666
Personnel Tax / Benefit Changes Executed	646	667	741	793	831
Supply Requisitions Filled	271	189	231	222	242
Insurance Claims Processed (Property)	55	63	55	50	57
Contracts processed/maintained/monitored	36	88	110	141	158
Bids and Proposals reviewed, monitored and assembled	14	12	19	57	44

Service levels continued on next page.

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146
FINANCE DEPARTMENT

SERVICE LEVELS (continued):	FY 03 <u>Actual</u>	FY 04 <u>Actual</u>	FY 05 <u>Actual</u>	FY 06 <u>Actual</u>	FY 07 <u>Actual</u>
ASSESSING:					
Real Estate Property Assessments	7,167	7,172	7,170	7,260	7,299
Recertification Review	1	0	0	1	0
Deeds Recorded	549	593	509	576	528
Site Reviews	643	670	800	625	530
Personal Property Assessments	536	534	506	755	831
Abatement Application Reviews					
Real Estate/Personal Property	240	43	99	253	64
Motor Vehicle Excise	1,994	2,110	2,043	2,073	1,873
Appeals Granted Real/PP			43	187	53
Tax Dollars Abated			\$21,517	\$211,396	\$62,796
Tax abated as % of Levy			0.08%	0.7%	0.1%
Tax Exemptions				\$110,940	\$116,625
Exemptions as % of Levy				0.4%	0.4%
Abutters Lists Prepared	94	104	93	123	107
Chapter Land Applications	200	197	191	184	179
Personal Exemptions Processed	161	143	131	144	132
Real Estate Exemptions Processed	528	528	532	534	520
Outgoing Mail Processed	167,819	169,497	193,169	167,794	176,000
Boards Staffed					1
COLLECTION:					
Motor Vehicle Excise Tax Billings	19,621	19,500	20,769	18,714	18,242
Collection rate through 6/30	91.0%	93.5%	91.5%	93.8%	92.6%
Real Estate / Person Property					
Tax Billings	15,172	15,334	14,377	15,902	15,623
Collection rate through 6/30	98.5%	98.4%	98.6%	98.8%	98.3%
Municipal Lien Certificates Issued	1,279	882	647	638	544
Water/Sewer Billings	24,035	23,904	24,251	24,589	26,478
Collection rate through 6/30	83.6%	86.4%	88.5%	88.7%	87.9%
Central Service Counter Transactions	36,839	36,751	38,442	37,627	38,688
Parking Ticket Appeals/Hearings	985	N/A	598	831	948
Parking Permits Issued	571	614	722	685	799
Tickets issued	27,466	31,026	28,275	27,955	26,795
Collection rate through 6/30	87.6%	88.2%	93.2%	82.9%	82.5%
Ambulance Billings	2,473	2,650	2,394	3,008	3047
Collection rate through 6/30	70.1%	62.9%	80.5%	68.0%	73.7%
Commercial Sanitary Landfill Billings	1,889	1,283	557	605	801
Tax Liens	53	26	25	22	25
Excise Tax & Parking Ticket Releases	1,938	1,630	1,469	1,638	1,094
Water/Sewer Liens added to Taxes	187	305	269	276	317
Water/Sewer Final Billings (Specials)	244	239	267	265	265
Police Outside Detail Billings	455	425	382	408	437
Late Bills (demands) RE/PP/MVE	4,367	4,833	4,210	4,717	4,600
Deferred Tax Liens	7	7	5	3	10
Payments Processed (other than counter)	41,999	56,803	61,420		
Mail				50,678	59,411
Electronic/online (2006 covers 7 mo span, 2007 is a full year)				572	1,568
Parking violation payments (now an archive system)				20,668	5,734
Service levels continued on next page.					

GENERAL GOVERNMENT**1133, 1134, 1141 & 1146
FINANCE DEPARTMENT****SERVICE LEVELS (continued):**

	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Actual</u>	<u>FY 05</u> <u>Actual</u>	<u>FY 06</u> <u>Actual</u>	<u>FY 07</u> <u>Actual</u>
TREASURY:					
Tax Liens Redeemed	19	21	25	26	21
Taxes in Bankruptcy Redeemed	1	0	0	0	0
Direct Debit Payment Accounts	426	404	400 (est.)	413	445
Bank Account Reconciliations	960	948	950 (est.)	936	900
Electronic Bank Transmissions	426	455	475 (est.)	501	652
Check Reversals	120	118	120 (est.)	113	107
Tailings (checks not cashed)	80	7	11	127	3
Debt Issues (Temporary & Permanent)	5	3	3	2	1
Deferred Tax Liens Redeemed	1	1	1	0	0
% of Funds Invested	99%	99%	99%	99%	99%

SIGNIFICANT BUDGET CHANGES:

None. The increase is primarily from increases in staff salaries due to reclassifications in FY 08. Ambulance Fund support for the Finance Department budget is reduced by \$28,937 because fewer hours of Collector staff time are allocated to ambulance billing because of efficiencies gained with reporting/billing from technology.

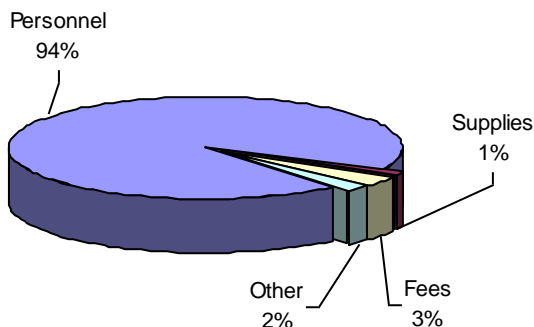
Since FY 03, the Finance Department has reduced the number of full-time equivalent staff by 20%, from 16.31 to 13.00. This has been possible only through the Town's investment in new technology and the staff's ability and willingness to embrace technology to deliver better and more efficient service to the public. In FY 07, automated handheld parking ticket technology was deployed to parking enforcement officers, which provided the dual benefit of reducing the number of voided tickets from illegible script and the elimination of data entry of ticket data by collector's staff. Previously, the Collector's Office introduced on-line banking services and partnered with the IT and Fire Departments to streamline ambulance patient medical reporting and billing through deployment of laptop computers in ambulances. The Assessors increased on-line access to property information. For FY 09, we are exploring ways to increase on-line bill pay activity and take full advantage of enhancements planned for the town website.

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146
FINANCE DEPARTMENT

	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Manager	Change FY 08 - 09	Percent Change
Personnel Services	\$ 725,295	740,128	731,528	717,827	755,997	38,170	5.3%
Operating Expenses	\$ 36,939	59,215	39,504	46,250	44,990	(1,260)	-2.7%
Capital Outlay	\$ 548	200	96	1,700	200	(1,500)	-88.2%
TOTAL APPROPRIATION	\$ 762,781	799,543	771,128	765,777	801,187	35,410	4.6%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 233,089	275,328	275,328	294,921	306,082	11,161	3.8%
Capital Appropriations	\$ 132,000	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 1,127,870	1,074,871	1,046,456	1,060,698	1,107,269	46,571	4.4%
SOURCES OF FUNDS							
Ambulance Receipts	\$ 78,240	82,745	82,745	84,725	55,788	(28,937)	-34.2%
Municipal Lien Fee	\$ 15,950	22,000	13,650	22,000	22,000	0	0.0%
Sale of Abutters List	\$ 4,081	3,000	2,453	3,000	3,000	0	0.0%
Collector's Fees	\$ 7,697	6,000	6,557	6,000	6,000	0	0.0%
Interest from Taxes	\$ 144,615	146,500	179,434	146,500	161,500	15,000	10.2%
Investment Income	\$ 330,494	275,000	439,706	350,000	350,000	0	0.0%
Water Fund	\$ 81,523	101,892	101,892	102,838	97,718	(5,120)	-5.0%
Sewer Fund	\$ 82,572	107,204	107,204	105,629	100,136	(5,493)	-5.2%
Golf Course Fund	\$ 2,459	0	0	0	0	0	0.0%
Transportation Fund	\$ 6,536	8,165	8,165	9,251	10,627	1,376	14.9%
Other Dept Receipt	\$ 15,452	15,000	16,254	15,000	15,000	0	0.0%
Taxation	\$ 0	32,037	0	0	0	0	0.0%
POSITIONS							
Full Time	14.00	14.00	14.00	13.00	13.00	0.00	
Part Time With Benefits	1.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	14.67	14.00	14.00	13.00	13.00	0.00	

MAJOR COMPONENTS:



Personnel Services include salaries for an Assistant Town Manager/Finance Director, Comptroller, Principal Assessor, Collector, 8.50 full time financial clerks, and 1 financial clerk shared with another budget.

Supplies, \$10,050, primarily include tax bills and other specialized assessing, billing, collection and accounting forms.

Fees include \$14,000 for banking fees, \$11,150 for dues and subscriptions, bonds, registry fees

Other expenses include \$4,500 for technical assistance and 8,665 for training.

GENERAL GOVERNMENT**1151: LEGAL SERVICES**

MISSION STATEMENT: To provide a variety of legal services to the Town Manager and as authorized by the Town Manager that, to the extent possible, a) ensures that the actions of the Town are legally appropriate and b) seeks the efficient resolution of legal disputes in the long-term best interest of the Town.

CONTINUING OBJECTIVES:

To provide legal opinions on the form of proposed contracts, bylaws, and regulations, and other actions to be taken by Town Meeting, the Select Board, other boards and committees, the Town Manager and other Town enforcement officials.
 To provide legal representation and legal advice to the Town Manager and to others, as authorized by the Town Manager, on potential and actual legal disputes in the courts and other adjudicatory bodies.
 To monitor changes in municipal law in order to minimize the Town's legal exposure.
 To seek efficiencies in the manner in which legal services are provided.

LONG RANGE OBJECTIVES:

To assist in the revision of Town bylaws and regulations in accordance with current federal and state statutes and regulations.
 To provide written and electronic legal resources to enable Town officials to find some answers to legal questions without need for advice from Town Counsel.

FY 09 OBJECTIVES:

To develop measures to control the costs of at least some legal issues or categories of issues.

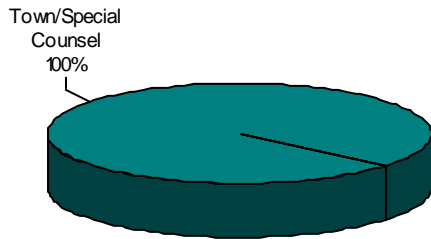
SERVICE LEVELS:

	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Actual</u>	<u>FY 05</u> <u>Actual</u>	<u>FY 06</u> <u>Actual</u>	<u>FY 07</u> <u>Actual</u>
Town Counsel Hours	668	906	824	N/A	987
Special Counsel Hours	46	125	51	N/A	0
Total Hours	914	1,231	1,075	N/A	987
Total Cases	52	64	49	N/A	35

* Included in Town Counsel Hours

GENERAL GOVERNMENT**1151: LEGAL SERVICES**

		FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Manager	Change FY 08 - 09	Percent Change
Personnel Services	\$	0	0	0	0	0	0	0.0%
Operating Expenses	\$	168,515	110,568	144,164	110,000	95,000	(15,000)	-13.6%
Capital Outlay	\$	0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$	168,515	110,568	144,164	110,000	95,000	(15,000)	-13.6%
SUPPLEMENTAL INFORMATION								
Employee Benefits	\$	0	0	0	0	0	0	0.0%
Capital Appropriations	\$	0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$	168,515	110,568	144,164	110,000	95,000	(15,000)	-13.6%
SOURCES OF FUNDS								
Taxation	\$	168,515	110,568	144,164	110,000	95,000	(15,000)	-13.6%
POSITIONS								
Full Time		0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits		0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents		0.00	0.00	0.00	0.00	0.00	0.00	

MAJOR COMPONENTS:

Town/Special Counsel provides funding for legal services on a contract basis.

SIGNIFICANT BUDGET CHANGES:

In FY 08, Joel Bard, Attorney at Law, of Kopelman and Paige, P.C. of Boston, Massachusetts was selected to serve as Town Counsel. The decrease results from an analysis of current monthly bills and favorable terms from a reconfigured legal services contract with town counsel obtained via a competitive bid process that includes a fixed fee plus hourly rate for specialized services.

GENERAL GOVERNMENT**1152: HUMAN RESOURCES/HUMAN RIGHTS**

MISSION STATEMENT: To manage the human resources cycle (from recruitment to retirement) in a manner that assures a competent, diverse work force capable of providing quality services to the community.

To insure that no power goes unchecked, and that all citizens are afforded equal protection under the law. The Human Rights Director, in conjunction with the Human Rights Commission, and all of Town Government, seeks to promote economic and social justice for all citizens through means of education, mediation, and enforcement of local, state, federal and International human rights policies and laws, sexual harassment, and affirmative action. Ultimately, its aim is to move toward compliance with the standards set by the United Universal Declaration of Human Rights, a document increasingly referred to as customary international law, which we must all abide.

CONTINUING OBJECTIVES:**Human Resources:**

- To respond to staffing needs through progressive management of the hiring process.
- To develop, review and revise personnel policies and procedures to assure fair and equitable treatment of employees.
- To assist departments in administration of policies and procedures related to human resources.
- To seek ways to communicate benefits, programs and policies to employees.
- To develop, monitor, review and recommend changes to employee benefit programs.
- To promote Equal Opportunity and Affirmative Action in all employment practices.
- To manage workers' compensation benefit program.
- To work with departments in assessing human resource needs.
- To assist departments with implementation of collective bargaining agreements.
- To ensure compliance with all federal and state labor laws.
- To review and update job descriptions.

Human Rights:

- To resolve all human rights complaints submitted to the office.
- To increase the degree to which the Town workforce reflects and serves all people in the Town of Amherst.
- To support the Human Rights Commission in its education and monitoring functions.
- To establish a Human Rights observance day.
- To work with Public Schools, Colleges, the University and community groups to exchange information on issues of civil rights, human rights, and social justices.
- To continue the Town observance of Martin Luther King, Jr. Day.

Continued on the next page.

GENERAL GOVERNMENT**1152: HUMAN RESOURCES/HUMAN RIGHTS****LONG RANGE OBJECTIVES (continued from previous page):****Human Resources:**

- To recruit and maintain a diverse workforce.
- To review and revise employee benefits to respond to changing needs of the workforce.
- To develop appropriate training programs which allow staff to maintain and improve knowledge and skills.
- To review and revise employee evaluation systems.

Human Rights:

- To achieve the mission of justice and equal protection for all citizens.
- To achieve a Town workforce that reflects the community.
- To achieve accessibility to all Town services and facilities.
- To create awareness and dialogue about the various Amherst Town Departments. Who is who in the different departments and what is their function?
- To establish a yearly meeting with other Human Rights Programs to evaluate progress in the area of Human Rights in the Town.
- To achieve complete inclusion in all areas of our community.
- To publish a Human Rights Brochure.

FY 09 OBJECTIVES:**Human Resources:**

- To continue computerization of human resources management systems (ex. Personnel Action Forms).
- To review and revise position classifications to ensure fair and equitable compensation for services provided.
- To assist in negotiating and implementing collective bargaining agreements.

Human Rights:

- To merge staff resources with Human Resources department (and possibly Veterans Agent; needs more research) and more effectively pursue Town workforce diversity with focus on recruitment/diversity, employee training, and updated employee recruitment advertising and evaluation systems.
- To implement investigation and reporting procedures pursuant to the Human Rights Bylaw.
- To provide training on eliminating racism and classicism.
- To establish a yearly Road Race for Human Rights Day involving all citizens of Amherst.
- To provide sexual harassment and diversity trainings to all Town employees.

GENERAL GOVERNMENT**1152: HUMAN RESOURCES/HUMAN RIGHTS**

SERVICE LEVELS:	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual
Human Resources:					
Grievances	9	6	10	16	11
Collective Bargaining including Impact Bargaining	1	4	5	22	11
Human Rights:					
Complaints	17	30	40	52	25
Consultations/Training Sessions	60	85	125	72	32
Human Rights Commissions Meetings	11	12	11	11	11
Conferences	1	4	2	2	0
Community Outreach	525	650	825	855	227
<u>Disability Access Advisory</u>					
Committee Meetings	12	12	11	11	10
Conferences	N/A	1	1	1	0

SIGNIFICANT BUDGET CHANGES:

None.

A reorganization and merger of the Human Rights / Human Resources functions was implemented in FY 08. The focus of the Human Rights Department was redirected internally to address issues of diversity and sensitivity to issues of diversity within the organization. The incumbent Director of Human Rights was assigned to the Human Resource Department and her title changed to reflect her new objective to lead and direct the recruitment and selection of new town employees to ensure a more diverse workforce and to train existing employees on issues of sensitivity and social justice in the workplace. The Town's former Director of Human Resources, who has served us as a consultant over the last two years, continues in that role in the next fiscal year. She will provide training in the area of collective bargaining, contract management and health insurance.

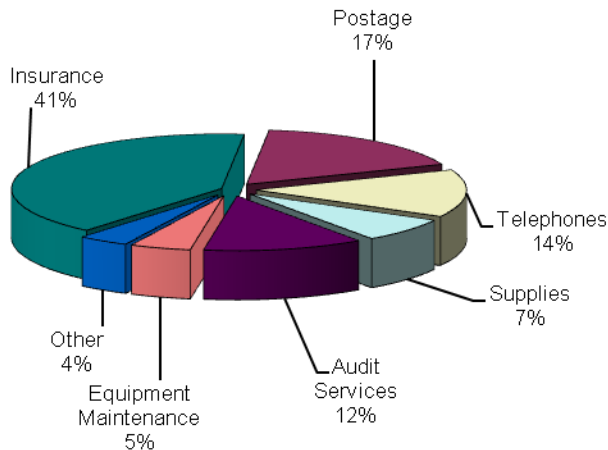
Human Rights grievances continue to be handled by the former Human Rights Director. Responsibilities associated with handicapped accessibility are now handled by the Community Development Director given that the Town has moved from the study phase to the implementation phase of improvements phase utilizing Community Development Block Grant funding.

GENERAL GOVERNMENT

1152: HUMAN RESOURCES/HUMAN RIGHTS

	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Manager	Change FY 08 - 09	Percent Change
Personnel Services	\$ 78,024	151,557	89,545	139,780	146,460	6,680	4.8%
Employee Benefits	\$ 53,392	23,078	58,654	17,200	17,200	0	0.0%
Operating Expenses	\$ 28,819	38,275	32,430	31,100	30,750	(350)	-1.1%
Capital Outlay	\$ 0	0	130	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 160,235	212,910	180,759	188,080	194,410	6,330	3.4%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 35,535	38,352	38,352	54,665	53,954	(711)	-1.3%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 195,770	251,262	219,111	242,745	248,364	5,619	2.3%
SOURCES OF FUNDS							
Water Fund	\$ 18,721	14,813	14,813	17,214	13,295	(3,919)	-22.8%
Sewer Fund	\$ 21,518	17,124	17,124	20,842	15,389	(5,453)	-26.2%
Golf Course Fund	\$ 2,125	0	0	0	0	0	0.0%
Transportation Fund	\$ 4,597	3,663	3,663	3,932	2,979	(953)	-24.2%
Taxation	\$ 113,274	177,310	145,159	146,092	162,747	16,655	11.4%
POSITIONS							
Full Time	2.00	2.00	2.00	2.00	2.00	0.00	
Part Time With Benefits	1.00	1.00	1.00	0.00	0.00	0.00	
Full Time Equivalents	2.74	2.74	2.74	2.00	2.00	0.00	

MAJOR COMPONENTS:



Personnel Services include salaries for a Human Resources Director, Human Rights Director and an administrative assistant.

Recruitment, \$17,200, provides the funding for advertisement and exams as needed.

Labor Relations, \$27,000, provide the funding for contract negotiations.

GENERAL GOVERNMENT**1150: EMPLOYEE BENEFITS**

MISSION STATEMENT: To manage a large employee cost in providing quality benefits while seeking ways to reduce the cost of those benefits.

CONTINUING OBJECTIVES:

To seek ways to contain the costs of benefits.

To continue to provide high quality health insurances for employees and retirees.

To ensure compliance with all federal and state laws relating to administration of benefits.

LONG RANGE OBJECTIVES:

To explore alternative sources and formats for providing benefits.

To review and revise employee benefits to respond to changing needs of the workforce.

To provide employees and retirees with a statement of the value of benefits.

FY 09 OBJECTIVES:

To collaborate with employees and retirees, through the Insurance Advisory Committee, to seek ways in which to more effectively manage the health insurance costs while maintaining quality health plans.

To negotiate benefit changes through the collective bargaining process.

To explore ways of obtaining potential discounts for employee on other benefits not paid for by employers.

SERVICE LEVELS:

	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Actual</u>	<u>FY 05</u> <u>Actual</u>	<u>FY 06</u> <u>Actual</u>	<u>FY 07</u> <u>Actual</u>
Police-Fire Indemnification Accidents	83	61	47	56	44
Worker's Compensation Accidents	58*	60	65*	67*	74*
Health Insurance**					
Family Coverage	139	540	555	544	144
Individual Coverage	142	398	400	402	87
Medicare Supplemental Coverage	48	127	124	138	151
Life Insurance**	352	938	883	967	254
Unemployment Claims	73*	65*	74*	48*	24
Recruitment	22	27	28	29	17
Flexible Benefits	52	50	63	50	65
Employee Assistance Referrals	48	40	52	27	21

** Department administers health and life insurance plans for all employees of Amherst Pelham Regional Schools, Amherst Elementary Schools, and the towns of Amherst and Pelham. 2004 numbers reflect the entire group.

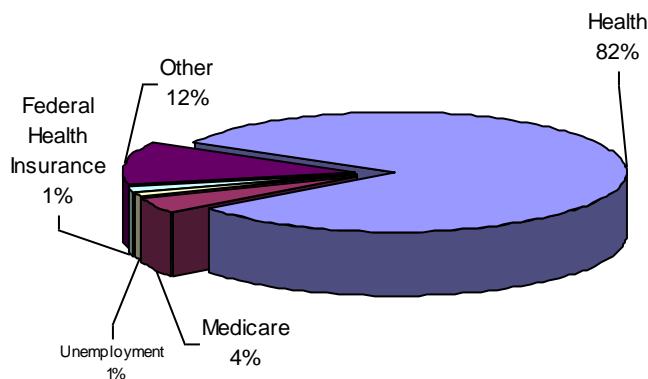
* Includes elementary school claims.

GENERAL GOVERNMENT

1150: EMPLOYEE BENEFITS

	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Manager	Change FY 08 - 09	Percent Change
Personnel Services	\$ 2,222,022	2,475,861	2,588,620	2,961,465	3,366,073	404,608	13.7%
Operating Expenses	\$ 0	0	0	0	0	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 2,222,022	2,475,861	2,588,620	2,961,465	3,366,073	404,608	13.7%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 0	0	0	0	0	0	0.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 2,222,022	2,475,861	2,588,620	2,961,465	3,366,073	404,608	13.7%
SOURCES OF FUNDS							
Taxation	\$ 2,222,022	2,475,861	2,588,620	2,961,465	3,366,073	404,608	13.7%
POSITIONS							
Full Time	0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0.00	

MAJOR COMPONENTS:



Health insurance is \$2,804,864.

Medicare is \$140,000.

Unemployment insurance is \$47,726.

Federal Health Insurance is \$40,468.

Other includes worker's compensation, life insurance, flexible benefits, police/fire workers' compensation, retirement for employees in active military duty, employee pay adjustments, and the employee assistance program.

SIGNIFICANT BUDGET CHANGES:

This budget increases by 13.7%. The appropriation for health insurance needs to be sufficient to fund anticipated FY 09 claims plus a reserve to account for incurred but not yet reported (IBNR) claims, per Department of Revenue guidelines. Health insurance and salary reserve for non-school employees/retirees increases by \$404,608, including a projected 12% increase in health insurance premiums.

GENERAL GOVERNMENT

1155: INFORMATION TECHNOLOGY

MISSION STATEMENT: To select, implement, maintain, and support all things technology and e-government related to improve the efficiency of departments, while providing citizens and professionals superior government services.

CONTINUING OBJECTIVES:

To coordinate information technology activities within all Town departments and between external agencies.
 To maintain, improve and expand all aspects of the Town's web services and public access systems.
 To leverage technologies that increase transparency and foster citizen participation in public decision-making processes.
 To seek creative and external funding mechanisms for technology projects and initiatives.
 To consolidate and standardize technologies and systems wherever possible to reduce total cost of ownership.
 To maintain and improve all Town voice and video systems including the Town-wide IP Telephony system.
 To troubleshoot, maintain and improve all aspects of the Town's technology infrastructure.
 To monitor, maintain, and audit network security systems ensuring the information privacy of citizens and staff.
 To maintain nightly offsite backups of network and database systems.
 To maintain and update comprehensive archival systems in compliance with Federal, State and Local law.
 To maintain, improve and expand the Town's public wired and wireless mesh Internet systems.
 To provide daily operational technical support all departments, boards and committees, and to provide emergency 24/7 technical support to Police, Fire, EMS, Public Works, and Communications.
 To train and provide project and initiative specific technical assistance and consulting to departments, boards and committees.
 To maintain and improve technology policies and procedures.

LONG RANGE OBJECTIVES:

To further develop and integrate all current and future software systems including: MUNIS (Financial/Billing/Collection), VISION (Assessment software package), GIS (Geographic Information Systems package), a Town-wide inspection management package, IMC (Public Safety software package), and Cartegraph (Public Works management package).
 To develop a single Town website/portal that provides citizens, professionals and visitors secure access to all Town services information.
 To securely and completely extend the Town's technology infrastructure to the wireless world, providing Town departments seamless access to technology systems while mobile.

FY 09 OBJECTIVES:

To improve public access, telephony and website systems to better meet the needs of disabled persons.
 To continue development and deployment of web-based GIS technologies improving upkeep and access to spatial information.
 To augment Permitting and Code Enforcement technology systems to better streamline and automate departmental operations and transactions.
 To select and implement a document management system protecting vital Town documents and providing staff and citizens online access to the many Town and Library scanned documents and images.
 To replace the content management system powering the Town's website ensuring security, and further automating how information is published from internal technology systems.

SERVICE LEVELS:

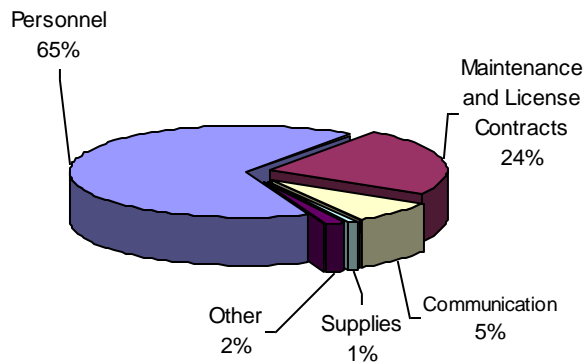
	FY 03	FY 04	FY 05	FY 06	FY 07
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Buildings connected to the WAN	7	7	11	12	13
Subnets and virtual networks on the WAN	15	20	24	51	54
Network user/group accounts	475	567	633	714	794
Desktop/notebook computers	255	264	365	440	493
Servers	23	25	30	35	31
Printers	60	62	73	70	64
Multifunctions (copier/printer/scanner/fax)	16	16	20	21	22
IP Phones	N/A	N/A	N/A	300	305
Network database software packages	35	37	45	47	48
MUNIS users	107	101	101	102	93
MUNIS modules	20	20	21	22	22
Websites	1	2	2	5	5
GIS users	18	20	45	50	50
Work Orders Completed	1,409	2,534	2,791	3,149	3,392

GENERAL GOVERNMENT

1155: INFORMATION TECHNOLOGY

	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Manager	Change FY 08 - 09	Percent Change
Personnel Services	\$ 271,091	291,667	293,377	294,871	304,176	9,305	3.2%
Operating Expenses	\$ 157,547	157,633	157,447	143,928	157,101	13,173	9.2%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 428,638	449,300	450,823	438,799	461,277	22,478	5.1%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 77,646	92,805	92,805	102,319	110,122	7,803	7.6%
Capital Appropriations	\$ 220,000	160,500	160,500	459,500	436,000	(23,500)	-5.1%
TOTAL DEPARTMENT COST	\$ 726,284	702,605	704,128	1,000,618	1,007,399	6,781	0.7%
SOURCES OF FUNDS							
Taxation	\$ 378,032	377,679	378,338	336,082	352,413	16,331	4.9%
Water Fund	\$ 16,928	22,588	22,588	28,088	31,392	3,304	11.8%
Sewer Fund	\$ 16,928	22,588	22,588	28,088	31,392	3,304	11.8%
Golf Course Fund	\$ 2,716	0	0	0	0	0	0.0%
Transportation Fund	\$ 10,123	17,445	17,445	17,445	16,080	(1,365)	-7.8%
Ambulance Reciepts	\$ 0	9,000	9,000	29,096	30,000	904	3.1%
Dept Receipts	\$ 3,911	0	864	0	0	0	0.0%
POSITIONS							
Full Time	4.50	4.50	4.50	4.50	4.50	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	4.50	4.50	4.50	4.50	4.50	0.00	

MAJOR COMPONENTS:



Personnel Services includes salaries for the Director, an assistant director, a network administrator, a pc technician and a half time software analyst.

Relicense Agreements, \$103,763, provides for the payment of relicense and maintenance agreements on a variety of software and operating systems.

Communication costs, \$34,920, include leased lines and internet access.

Supplies, \$4,520, include backup tapes, computer and printer parts, etc.

Other expenses include maintenance of equipment, office supplies and dues and subscriptions.

SIGNIFICANT BUDGET CHANGES:

Increases include \$9,093 for software relicensing agreements, \$4,080 for communications allowing Building, Health and Fire inspectors to stay connected while in the field, and \$2,000 for IT staff training ensuring proficient maintenance and support of the Town's ever-expanding technology systems.

GENERAL GOVERNMENT**1161: TOWN CLERK'S OFFICE**

MISSION STATEMENT: *To record and preserve the Town's vital records and official public documents in accordance with state statutes and to provide quality public service and accessibility to public records. To ensure compliance with state mandated licensing and filing.*

CONTINUING OBJECTIVES:

To record, codify and maintain official records of the Town's activities.
To record, codify and maintain vital statistics of Town citizens.
To maintain records in a manner that allows for easy accessibility for the public.
 To encourage personnel to attend professional seminars and training programs relevant to the department as budget allows.
 To make available innovative as well as traditional services.
 To work with the Historical Commission to procure funds to preserve the historical records of the Town for future generations.

LONG RANGE OBJECTIVES:

To develop and maintain an electronic records management system to make Town records more accessible to the public and all Town departments, boards and committees.
 To improve current procedures to allow staff, boards, committees and the public more access to public records.
 To develop guidelines for future implementation of state sponsored e-vitals system.

FY 09 OBJECTIVES:

To continue to make a variety of public records and general information available through the Town's website.
 To explore ways to increase revenues from Passport Applications including maintaining extended hours and continuing to provide passport photo service.
 To increase compliance with state and local laws which require licensing of dogs.

SERVICE LEVELS:

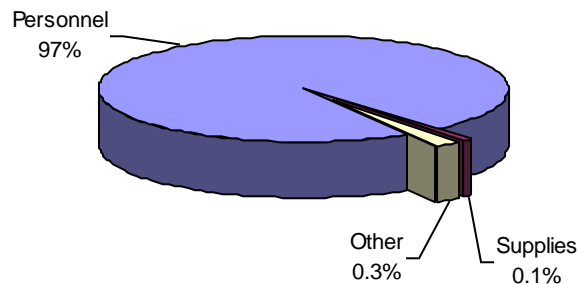
	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Actual</u>	<u>FY 05</u> <u>Actual</u>	<u>FY 06</u> <u>Actual</u>	<u>FY 07</u> <u>Actual</u>
Certified Copies of Documents	1,751	1,656	1,625	1,599	1,838
Marriage Intentions	153	167	179	167	152
Marriage Licenses	142	151	170	167	165
Dog Licenses	1,300	1,271	1,193	1,188	1,281
Fish & Game Licenses/Stamps	535	519	496	356	334
Zoning Board of Appeals					
Applications/ Decisions	48	47	45	50	39
Street Lists	125	125	120	82	71
Posting Open Meetings	791	801	864	1,125	1,163
Planning Board Applications/Decisions	8	10	13	7	11
Business Notices (d/b/a)	120	151	148	136	107
Raffle Permits	11	23	17	16	16
Underground Storage Registrations	33	31	31	31	29
Cemetery Deeds	6	11	7	6	7
Notarizations	383	401	341	484	457
Passport Applications	1,324	1,391	798	462	648
Burial Permits	79	92	83	78	103
Request for Voter Information	23	25	58	40	30
Performance Oath	259	243	258	199	275
Non-certified Copies of documents				454	405
Vital Records Recorded				479	474
Pole Location Petitions				7	3
Vital Records: Filing/Amendments					5
Passport Photos					303

GENERAL GOVERNMENT

1161: TOWN CLERK'S OFFICE

	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Manager	Change FY 08 - 09	Percent Change
Personnel Services	\$ 132,554	143,335	138,189	138,154	145,887	7,733	5.6%
Operating Expenses	\$ 2,769	3,115	2,665	3,230	3,130	(100)	-3.1%
Capital Outlay	\$ 0	0	383	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 135,323	146,450	141,237	141,384	149,017	7,633	5.4%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 45,299	41,578	41,578	40,703	46,695	5,992	14.7%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 180,622	188,028	182,815	182,087	195,712	13,625	7.5%
SOURCES OF FUNDS							
Licenses & Permits	\$ 6,430	3,500	6,830	3,500	3,500	0	0.0%
Dept. Receipts	\$ 46,775	62,000	54,193	47,000	47,000	0	0.0%
Taxation	\$ 82,118	80,950	80,214	90,884	98,517	7,633	8.4%
POSITIONS							
Full Time	3.00	3.00	3.00	3.00	3.00	0.00	
Part Time With Benefits	1.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	3.53	3.00	3.00	3.00	3.00	0.00	

MAJOR COMPONENTS:



Personnel Services include salaries for the Town Clerk, an Assistant Town Clerk, and a Customer Assistant.

Operating costs include binding documents, dues and subscriptions, printing and microfilm updates, and materials for passport photo services.

SIGNIFICANT BUDGET CHANGES:

None.

GENERAL GOVERNMENT**1162: ELECTIONS
1163: REGISTRATION**

MISSION STATEMENT: *To register voters and to conduct and preserve the integrity of elections effectively, while complying with all applicable state and federal laws.*

CONTINUING OBJECTIVES:

To create, maintain and retrieve accurate voter registration and Town census records.
To communicate with Central Voter Registry personnel to ensure the accuracy of voter registration and resident data.
To utilize Central Voter Registry records to respond to public information requests in compliance with state statutes.
To effectively recruit and train election personnel in current election procedures and sufficiently staff every polling place for all elections.
To inform all eligible Amherst residents of their right to run for office.

LONG RANGE OBJECTIVES:

To effectively conduct and preserve the integrity of elections.
Continued compliance with the Help America Vote Act (HAVA) by investigating possible means of improving the voting process.
To actively participate in discussions surrounding future objectives of the Massachusetts Central Voter Registry.

FY 09 OBJECTIVES:

To study and make recommendations for the number and location of future polling places which are needed to adequately facilitate voting needs.
To conduct training workshops for election workers to ensure their understanding of current election procedures and update them on the new provisions of the Help America Vote Act.
To continue to train Election Workers to perform functions of Clerk and Warden positions to allow more flexibility for staffing.
To continue to educate voters regarding the availability and operation of the new accessible voting equipment.
To conduct the State Primary, Presidential Election and Annual Town Election.

SERVICE LEVELS:

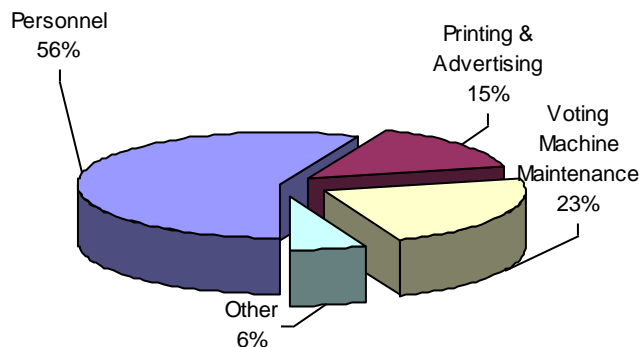
	<u>FY 03</u> <u>Actual</u>	<u>FY 04</u> <u>Actual</u>	<u>FY 05</u> <u>Actual</u>	<u>FY 06</u> <u>Actual</u>	<u>FY 07</u> <u>Actual</u>
Elections	3	3	3	2	4
Town Meeting Sessions	14	14	17	21	19
Election Worker Training Sessions	3	3	3	6	1
Special Precinct Elections	6	4	11	8	2
Posted Meetings, Board of Registrars	5	4	2	1	2
Voter/Residency Certificates	18	12	9	4	8
Voter Registration Sessions	3	3	3	2	4
Voter Registrations, changes, deletions	2,399	2,863	3,997	2,248	4,258
Voter Registration (peak)	17,842	16,204	17,827	16,165	16,984
Voter % Turnout					
Town Elections	30.8	28.3	35.2	15.8	26.28
Presidential Primary	n/a	23.7	n/a	n/a	n/a
State Primaries	21.8	n/a	12.6	n/a	23.31
State Elections (* incl. Presidential)	45.2	n/a	*65.0	n/a	48.45
Petition/Nomination Signatures Verified	14,143	14,618	13,785	15,565	2,637
Petition/Nomination Papers	143	118	285	632	66
Town Meeting Petition Articles	16	24	14	16	16
Annual Street Listing Forms	9,689	9,346	10,580	9,870	12,391
Confirmation Cards				3,430	2,804

GENERAL GOVERNMENT

1162: ELECTIONS
1163: REGISTRATION

	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Manager	Change FY 08 - 09	Percent Change
Personnel Services	\$ 21,520	38,700	42,290	25,275	31,974	6,699	26.5%
Operating Expenses	\$ 13,386	27,150	16,401	17,050	22,850	5,800	34.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 34,906	65,850	58,691	42,325	54,824	12,499	29.5%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 207	563	563	385	490	105	27.3%
Capital Appropriations	\$ 0	80,000	80,000	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 35,113	146,413	139,254	42,710	55,314	12,604	29.5%
SOURCES OF FUNDS							
State Aid-Election	\$ 0	5,580	5,580	0	7,848	7,848	0.0%
Hours Reimbursement							
Taxation	\$ 34,906	60,270	53,111	42,325	46,976	4,651	11.0%
POSITIONS							
Full Time	0.05	0.05	0.05	0.05	0.05	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.05	0.05	0.05	0.05	0.05	0.00	

MAJOR COMPONENTS:



Personnel Services include funds for part time non-benefited registrars, poll workers and wardens.

Voting Machine Maintenance includes programming and annual maintenance of voting equipment.

Printing costs include absentee ballots, voting machine ballots, tally vote cards, census mailers.

SIGNIFICANT BUDGET CHANGES:

Increase in Elections budget is to fund costs to conduct three elections next year (State Primary, Presidential Election and Annual Town Election) instead of two. The Commonwealth's Secretary of State has certified that it will reimburse the Town \$7,848 toward the cost of the September state primary and the November general election.

GENERAL GOVERNMENT

1190, 1191, 1192, 1194 & 1196: FACILITIES MAINTENANCE

MISSION STATEMENT: To maintain a safe, healthy, clean and efficient environment for conducting Town business and other public activities through comprehensive building operations and preventative maintenance programs which also serve to preserve and extend the life of the Town's physical assets.

CONTINUING OBJECTIVES:

- To provide comprehensive and efficient daily building operation and preventive maintenance programs.
- To operate the building systems maintaining the most energy efficiency.
- To plan and communicate for major repairs and out of service conditions.
- To take action on and safely clean at the same time not creating an unsafe environment.
- To dispose properly of waste and hazardous materials.*
- To comply with laws and regulations including all safety policies and procedures.*
- To maintain records of equipment and facilities including maintenance schedules.
- To conduct inspections of heating, cooling, air handling, lighting, plumbing, and other building system.
- To regulate heat, ventilation, and air conditioning systems to provide temperatures appropriate to seasons.
- To interact with the staff and public to set up effective meeting rooms.
- To react to and be agile to weather conditions operating with a flexible work schedule.
- To conduct required state and local code inspections.*
- To test and document fire systems.*
- To test and maintain generators for mission critical equipment.
- To evaluate and test new methods and products.
- To insure rapid response to staff and public needs.
- To work around and support special events (Voting, Town Meeting) synchronizing with the town staff.*
- To conduct or project manage repairs to the buildings and equipment.
- To set up and break down rooms for community groups.
- To be the first responder of equipment failures.
- To be on call.

LONG RANGE OBJECTIVES:

- To manage building operations while maximizing service while staying within yearly operating budget and capital plan funds for repairs and improvements.
- To computerize all facility systems, maximizing energy conservation.
- To achieve water tight roofs on all buildings with a plan for replacement.
- To protect the towns assets through preventative maintenance and ongoing capital improvements.
- To manage the space needs within the building not to adversely effect the building environment.

FY 09 OBJECTIVES:

- To complete capital programs already authorized for the Town Hall, Bangs Center, Munson Building, North Amherst School and Amherst Community Childcare Center.
- To seek the maximum possible energy conservation measures to identify cost savings.
- To apply adequate resources to the daily operations and long-term maintenance of highly used facilities.
- To cross train staff between facilities while building the bench strength.
- To create building profiles for each building.
- To repair mechanicals within the buildings to a minimal baseline.
- To plan for FY10 objectives.
- To investigate and obtain quotes for access control in conjunction with the Information Technology department.
- To trend out facilities square foot operating cost by building for diagnostic purposes.
- To detail building utility usage year over year.
- To investigate contracting out services for one building.
- To pull together a utility bid package for deregulated utilities.

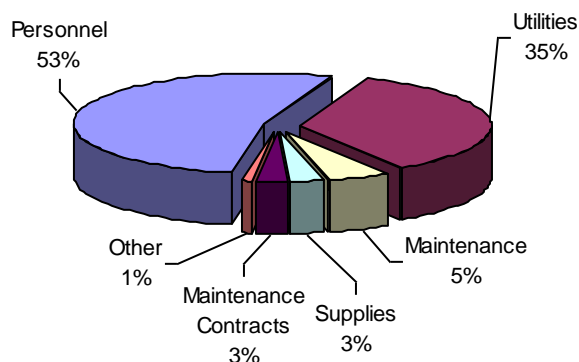
SERVICE LEVELS on Page 42:

GENERAL GOVERNMENT

1190, 1191, 1192, 1194 & 1196: FACILITIES MAINTENANCE

		FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Manager	Change FY 08 - 09	Percent Change
Personnel Services	\$	227,995	245,123	223,089	238,493	242,053	3,560	1.5%
Operating Expenses	\$	181,213	163,650	206,263	196,596	212,547	15,951	8.1%
Capital Outlay	\$	730	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$	409,939	408,773	429,353	435,089	454,600	19,511	4.5%
SUPPLEMENTAL INFORMATION								
Employee Benefits	\$	75,192	93,726	93,726	104,215	104,448	233	0.2%
Capital Appropriations	\$	80,000	5,000	5,000	848,000	412,500	(435,500)	-51.4%
TOTAL DEPARTMENT COST	\$	565,131	507,499	528,079	1,387,304	971,548	(415,756)	-30.0%
SOURCES OF FUNDS								
Dept. Receipts	\$	58,092	40,000	55,883	56,254	56,254	0	0.0%
Taxation	\$	351,847	368,773	373,470	378,835	398,346	19,511	5.2%
POSITIONS								
Full Time		5.95	5.20	5.20	5.20	5.20	0.00	
Part Time With Benefits		1.00	1.00	1.00	1.00	1.00	0.00	
Full Time Equivalents		6.58	5.83	5.83	5.83	5.83	0.00	

MAJOR COMPONENTS:



Personnel Services include salaries for one fourth of a Facilities Director (shared with schools), a Facilities Coordinator, 3 full time custodians, one custodian (shared with the Elections budget: .95 maintenance, .05 elections) and a part time custodian.

Utilities, \$160,429, are for Town Hall, the Bangs Center and the Munson Building. Fuel, electricity, water, sewer and refuse collection are included.

Building, Equipment and Grounds Maintenance, \$23,943, are for maintenance and repairs of buildings occupied by Town departments and those leased to other providers.

Maintenance Contracts, \$13,200, are to provide routine cleaning and maintenance of building systems including elevators, HVAC and sprinklers.

Supplies, \$12,325, include cleaning and electrical supplies as well as small tools.

SIGNIFICANT BUDGET CHANGES:

The increase in operating budget is due to increases in electricity of 10.5% (\$9,977), heating fuel (\$292), water/sewer bills (\$1,432), equipment maintenance (\$1,500), and maintenance contracts (\$2,750). The Town is realizing some electricity cost savings via a profit-sharing contract with the Hampshire Council of Governments.

GENERAL GOVERNMENT**1198 & 1199: GENERAL SERVICES**

MISSION STATEMENT: To manage the centralized purchasing of services, supplies and equipment, contracts for maintenance of office equipment and general liability insurance in order to maximize savings and efficiencies from such purchasing. To work with the Finance Director and Maintenance Director in the development of a Capital spending proposal in energy efficiency.

CONTINUING OBJECTIVES:

To ensure that purchasing procedures are in accordance with appropriate legal requirements.
 To provide operational support services through a routine equipment maintenance and replacement program.
 To maximize savings through bulk purchases of materials and supplies wherever possible.
 To effectively manage the purchase of utilities.
 To maximize the purchase of recycled products.
 To facilitate the procurement of vehicles and large equipment.
 To support local businesses wherever possible through a buy local program.
 To manage inventories to ensure efficient departmental operations.
 To provide risk management for all insurance claims and the cost associated with them.
To provide for an annual financial audit and Annual Town Report.
 To identify available sources of recycled and energy efficient products and examine methods to increase recycled and energy efficient product purchases.
 To maintain a database for all property and casualty insurance claims filed with the Town.
 To maintain inventory of office supplies.
 To continue to working with departments with a centralized purchasing system.
To continue to update and develop policies and procedures for Town-wide purchasing, that stay compliant with procurement laws.
 To insure that we take full advantage of any cost savings by consolidating and redeploying our copiers to more strategic locations. Copiers today are multifunction machines that are used as printers, scanners and fax machines, they are more cost effective and dependable.

LONG RANGE OBJECTIVES:

To develop computerized programs for inventory control.
 To develop and implement a uniform system of tracking vehicle maintenance.

FY 09 OBJECTIVES:

To develop a policy for energy efficient purchases, and to develop improved methodology for tracking utility usage and trends.
 Evaluate and implement a forms printing and mailing process to reduce postage and supplies costs.

SERVICE LEVELS:

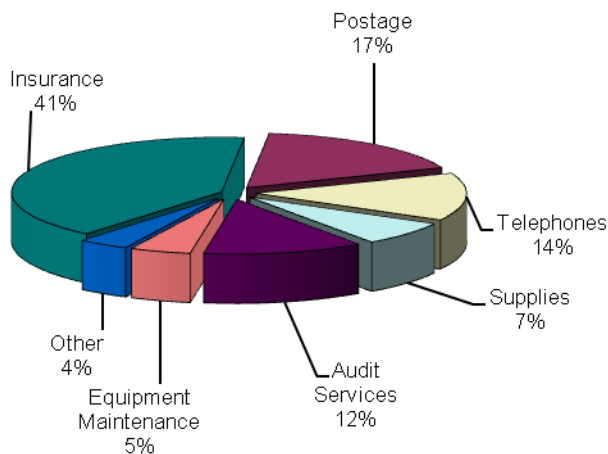
	FY 03 <u>Actual</u>	FY 04 <u>Actual</u>	FY 05 <u>Actual</u>	FY 06 <u>Actual</u>	FY 07 <u>Actual</u>
Number of Town Reports Printed	75	75	75	50	50
Photocopies (per month average)	113,840	106,466	109,610	116,000	142,000
Town Vehicles Insured	180	192	192	197	197
Buildings Insured	59	60	62	64	66
Audits Performed	1	1	1	1	1
Bulk and Presort Mailings	30	26	18	31	35
Telephone Lines Maintained	198	198	198	300	350
Supply Requisitions Filled	271	189	231	222	242
Insurance Claims Processed (Property)	55	63	55	50	57

GENERAL GOVERNMENT

1198 & 1199: GENERAL SERVICES

		FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Manager	Change FY 08 - 09	Percent Change
Personnel Services	\$	7,544	7,938	7,689	7,938	7,938	0	0.0%
Operating Expenses	\$	390,129	415,288	419,075	426,923	397,423	(29,500)	-6.9%
Capital Outlay	\$	593	1,500	4,382	0	0	0	0.0%
TOTAL APPROPRIATION	\$	398,266	424,726	431,146	434,861	405,361	(29,500)	-6.8%
SUPPLEMENTAL INFORMATION								
Employee Benefits	\$	125	126	126	130	126	(4)	-3.1%
Capital Appropriations	\$	0	30,000	30,000	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$	398,391	454,852	461,272	434,991	405,487	(29,504)	-6.8%
SOURCES OF FUNDS								
Taxation	\$	398,266	424,726	431,146	434,861	405,361	(29,500)	-6.8%
POSITIONS								
Full Time		0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits		0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents		0.00	0.00	0.00	0.00	0.00	0.00	

MAJOR COMPONENTS:



Insurance, \$164,623, includes general liability, auto, public official and professional liability, and boiler insurance.

Supplies, \$29,000, include office, copier and computer paper, and miscellaneous supplies.

Equipment maintenance, \$18,900, covers contracts, where economical, on photocopiers, computers, printers, fax machines, telephones, etc.

Telephones, \$57,000

Postage, \$70,000.

Audit, \$50,000.

Capital provides for new chairs, furnishings and small equipment.

SIGNIFICANT BUDGET CHANGES:

General Services decrease is attributable to lower liability insurance costs. The Town has achieved additional savings and stability by negotiating an extension of the current insurance terms for an additional nine months through June 2009.

GENERAL GOVERNMENT**1190, 1191, 1192, 1194 & 1196:
FACILITIES MAINTENANCE**

SERVICE LEVELS:	FY 03	FY 04	FY 05	FY 06	FY 07
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Utility Usage (Town Hall, Bangs, Munson Library)					
Electricity (KWH)	501,283	548,366	573,575	600,152	616,634
Fuel – Gas (ccf)	23,474	22,993	24,028	21,819	23,016
Fuel – Oil (Gallons)	2,651	2,627	1,898	1,979	1,804
Water & Sewer (c.f.)	54,980	47,400	45,200	52,500	57,400
Square Feet Maintained	75,668	75,668	75,668	75,668	75,668
Facilities Managed	7	7	7	7	7
Automated Computer Systems Monitored	3	3	3	3	3
Hours of bldg. usage per week	310	310	310	310	310
Hours of maintenance per week	270	223	231	225	225
Meetings Scheduled	5,671	5,620	6,550	6,561	6,931
Emergency Responses	39	20	15	12	20
Committees Staffed	2	0	0	0	0
Rental Contracts	5	5	5	5	5